UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/CP/CUB/5
13 May 1991
ENGLISH
ORIGINAL: SPANISH

Thirty-eighth session
3-21 June 1991, New York
Item 5 (a) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programming and projects

FIFTH PROGRAMME FOR CUBA*

Programme	Actual resources programmed	$
1992-1996	IPF 1992-1996	10 903 000
	Other resources programmed	-
	TOTAL	10 903 000

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* Other related data prepared as part of the country programming exercise are available on request.

I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. The aggravation of the unfavourable international economic climate which affected the vast majority of Latin American countries during the so-called "lost decade" of the 1980s has had palpable repercussions on the Cuban economy. Moreover, as a result of the deterioration of global trade over the past five-year period, Cuba has been affected by significant trade restrictions. At the same time, since the beginning of the period, Cuba has been seriously affected by a succession of climatic phenomena such as cyclone Kate. More recently, the changes which have taken place in the countries of Eastern Europe and the problems currently affecting the Union of Soviet Socialist Republics have been causing decreases and delays in purchases of inputs essential for the country's development. These negative trends have further limited Cuba's alerady scant international trade in convertible currency, preventing it from purchasing capital goods and other inputs payable in foreign currency.

2. The Cuban economy is characterized by its heavy dependence on external trade. Its principal source of foreign currency is sugar, the price of which is low, uncertain and unstable. The country is therefore concentrating its efforts on diversifying its markets and exports.

3. The objective set for the period 1986-1990 of reaching an overall economic growth rate of approximately 5 per cent per year has been impossible to achieve because of the simultaneous deterioration of various factors. The problems mentioned above have been compounded by the devaluation of the dollar and by difficulties in obtaining new credits, which are causing a marked reduction not only in Cuba's import capacity but also in the level of investment.

4. These difficulties restricted the growth of the Cuban economy in 1986 and 1987. In 1988, the decline in the overall index recorded in 1987 was halted and the beginnings of a slow recovery were observed. Nevertheless, until 1989 the average annual growth rate for the four-year period 1986-1989 was 0.2 per cent, representing a slight increase in the global social product (the value of all the goods and productive services - means of production and consumer goods - created in the country) over the average for the same four-year period of the previous five-year period (1981-1984).

B. National development strategies

5. The aforementioned difficulties necessitated the adoption of a series of exceptional measures. These measures are aimed at maintaining, under current circumstances, a national development strategy which places greater emphasis on the growth of outputs which are essential to the country than on an increase in the global social product as a whole.

6. In this situation, the Government of Cuba intends to stretch all available material, financial and human resources to the limit in order to achieve, without reversing the progress achieved in its development indices, the following objectives:

(a) To intensify and continue to develop food production in order to cover basic items for which domestic demand is high;

(b) To continue to develop traditional exportable products, especially cane sugar, citrus fruits, minerals, tobacco and marine products;

(c) To expand and develop biotechnological and genetic engineering production, the pharmaceutical industry, sugar cane by-products, the electronics industry and, in particular, the production of computerized medical equipment, both for domestic use and to increase non-traditional exports;

(d) To expand, on a large scale, the infrastructure needed for the development of international tourism;

(e) To develop the country's manufacturing industry, as an important source of import substitution.

7. This strategy gives priority to investments and to the resources available for investment, so as to modernize, diversify and increase efficiency in the areas of food production, biotechnology, the pharmaceutical industry, the mining industry, the electronics industry and tourism, and at the same time applies a strict savings policy that includes initiatives ranging from measures to substantially reduce energy consumption to drastic cutbacks in the construction of non-essential public works, as a means of freeing up additional human and financial resources.

8. The strategy also relies on the achievements of the educational and scientific policy pursued by the Government for over 30 years, as a result of which it has the highly qualified technical and scientific personnel it needs.

9. To supplement this strategy, one of the means which the Government will employ to help finance the country's development is the use of new forms of international cooperation through the establishment of joint ventures in Cuba and the conclusion of agreements on cooperative production, in both cases with the participation of foreign capital in priority sectors such as tourism, sugar cane by-products and others to be determined on a selective basis.

C. Technical cooperation priorities

10. Available technical cooperation resources are limited, especially when compared with the country's investment programme. The Government has therefore established clear priorities for the participation of international technical cooperation in the country's development strategy. The following

development objectives involving multilateral and bilateral technical cooperation have thus been identified:

(a) To intensify and continue to develop food production to cover basic items for which domestic demand is high;

(b) To continue to develop traditional exportable products, especially cane sugar, citrus fruits, minerals, tobacco and marine products;

(c) To expand and develop biotechnological and genetic engineering production, the pharmaceutical industry, sugar cane by-products, the electronics industry and the production of computerized medical equipment, both for domestic use and to increase non-traditional exports.

11. The objectives for tourism development will be covered through public investment and the implementation of joint ventures and agreements on cooperation using foreign capital. The development of the manufacturing industry will be financed through domestic investment and possible cooperation agreements with foreign firms.

12. The State Committee for Economic Collaboration (CECE), as the principal body responsible for external cooperation, invited all national bodies to submit their applications and made a selection from among those applications based on the priorities established by the Government and the United Nations Development Programme (UNDP), the institutional capacity of the applicant bodies and the availability of counterpart financial and technical resources.

13. At the same time, the Government intends to implement a strategy to mobilize additional resources both from bilateral donors and from other United Nations funds, to supplement its international technical cooperation requirements. To this end it is working in coordination with the UNDP office, taking into account bilateral cooperation relations and their history, and Cuba's interests.

II. COUNTRY PROGRAMME

A. Evaluation of the ongoing country programme

14. The fourth programme for Cuba (1987-1991) reflected the economic and social development forecasts outlined in Cuba's Single Development Plan for the five-year period 1985-1990. Accordingly, projects under the programme generally followed the lines drawn by that Plan.

15. The fourth programme was the subject of a mid-term review, in which the various components of its execution were analysed in detail.

16. The indicative planning figure (IPF) for the fourth cycle was $12,115,000, minus a $1,477,000 advance for third and fourth cycle projects, giving a net IPF of $10,638,000. As of 31 December 1990, an estimated

91 per cent of fourth cycle funds had been used and 100 per cent had been committed. The annual average level of programme delivery has been satisfactory and 100 per cent of the funds earmarked for the fourth cycle should have been used by the end of 1991.

17. The following results were achieved with the fourth programme:

(a) Human resources development. All the projects benefited from human resources development activities such as study tours, training sessions and consultants' missions, which had a multiplier effect. As of 1990, there had been a total of 86 study tours, 98 fellowships for study in foreign institutions and 120 international consultants' missions to projects. The multiplier effect of study tours, fellowships and consultants' missions translated into 380 courses and seminars held in Cuba and attended by over 2,700 nationals. International consultants gave lectures and seminars for more than 1,200 Cuban professionals participating in the projects.

(b) Institution-building. The programme made it possible to supplement the human and material resources of nine scientific research institutes, three development centres, two universities and three production firms. More than 30 of the country's institutions and enterprises are cooperating in the use of these resources. Moreover, the results achieved by projects have made it possible to provide advisory services to 120 production firms, 43 research institutes and 32 institutions and bodies not included in the fourth programme. Research findings have appeared in 338 papers presented at 79 international scientific events, as well as in 130 papers presented at national scientific events, and in 350 publications, including 30 books on project topics.

(c) Assimilation of new technologies. In the fourth programme, 13 projects were aimed at the assimilation of new technologies. Most of them have achieved preliminary results, creating investment opportunities for the country in both semi-industrial and industrial plants on farms and agricultural cooperatives, with the introduction of new pasturage and parcelled drainage systems; in the establishment of eight new laboratories for bovine and ovine embryo transplants; in prawn farming techniques derived from the new technology assimilated through the project; in support for the production of new medicines, vaccines and other biotechnological products; and in the introduction of improved technologies in industrial plants producing nickel and other minerals.

(d) Export promotion. The Promotion and Development of Exports project has worked intensively on the search for new markets and non-traditional exportable items for the purpose of diversifying exports of biotechnological products.

18. The fourth programme has had a major impact on the country's development and industrialization, as is demonstrated in three basic areas of special significance:

(a) The creation of a major potential for future investments in production as a result of the introduction and successful assimilation of modern technologies, for example:

(i) The achievement of a productivity level of 670 kg per hectare per year in prawn farming through the expansion and adaptation of semi-intensive farming techniques;

(ii) The initiation of industrial investments in the pharmaceutical industry;

(iii) The opening of a plant with the capacity to produce two tons of dissolving pulp daily from sugar cane, in a 150-day cycle;

(iv) The performance of 1,802 embryo transfers with a 51.1 per cent gestation rate and 320 transfers of frozen embryos with a 43.7 per cent success rate, covering not only cows but also goats, sheep and buffalo through the assimilation of embryo transplant technologies;

(v) The development of new biotechnology products, inter alia, various types of vaccines and interferons;

(vi) The design and construction of two pieces of research equipment for the early detection of congenital malformations;

(vii) The modernization of five production plants for dry construction materials and cooperation in building three new plants, and development of the design and manufacture of machinery and spare parts to replace imports;

(b) Institution-building and the development of highly qualified staff, for example:

(i) The creation of a national pasture and fodder research system;

(ii) The strengthening of the Institute of Advanced Nuclear Science and Technology, from which 130 professionals have already graduated and which has reached more than 1,000 patients with modern techniques for the early detection of malignant tumours;

(iii) The strengthening of the Cuban Cultural Heritage Conservation and Restoration Centre, restoring the convent of Santa Clara and training more than 1,000 specialists, technicians and workers in this field;

(c) Major production increases, for example:

(i) A 1.5 per cent increase in the recovery of nickel and a 15 per cent increase in that of cobalt, with a 5 per cent annual decrease in electricity consumption;

(ii) The production of 40,000 vials of clinical reagents, which have been used satisfactorily in 300 hospitals and clinics to replace imports;

(iii) The production of between 0.5 and 1.7 tons of pasture and fodder seed per 25 hectares per year in soils with only 10 cm of plant cover, and the cultivation of a pilot plot with 10,670 hectares of plastic soil to produce feed for some 50,000 animals;

(iv) The production of 15 to 17 tons per year of seed of new pasturage varieties;

(v) An increase in exports in 1990 of around 5,000 tons over 1989 as a result of the artificial breeding of prawns.

19. Because of equality of opportunity between men and women in Cuba, the programme has been of equal benefit to both sexes. Participation by Cuban women in development is fully guaranteed by law and is reflected in various areas, such as the workforce of which women make up 38 per cent. Women are represented in the different job categories as follows: workers, 18.8 per cent; technicians, 58.2 per cent; administration, 84.7 per cent; services, 62.4 per cent; and managers, 26.5 per cent.

20. There is significant female representation among fourth programme project personnel (45 per cent) and among staff developed by the programme (25 per cent), giving it a definite influence on enhancing the role of women in the country's scientific and economic life.

21. Lastly, the protection and improvement of the environment and the preservation of ecological balance are indispensable requirements which are taken into account in the country's scientific and economic development. Growing attention is also being paid to the protection of natural resources and the environment, particularly to the rational use and conservation of natural resources, especially agricultural soils, and flora and fauna.

22. The principal difficulties in executing the fourth programme include the following:

(a) Inadequate design of some projects and underestimation of costs, especially equipment costs;

(b) The political barriers imposed against Cuba, which prevent the importation of certain equipment, travel by some consultants to the country and visits by Cuban fellowship-holders to certain scientific institutes in other countries, creating difficulties for project execution;

(c) Certain complexities relating to the design of implementation strategies, the provision of proper information and separate accounting of government inputs to the project and to the executing agency as a whole.

23. The following measures will be taken to resolve the difficulties encountered in the execution of the fourth programme:

(a) A local evaluation group will be established to work in coordination with the Government in order to improve project design;

(b) Greater attention will be paid to trends in inflation rates, the value of the dollar and the time needed to obtain inputs, especially high technology;

(c) Project accounting will be kept separate from the general accounting of the executing agency;

(d) Follow-up to project management activities will be strengthened.

24. The Government is taking other measures to ensure that the above-mentioned obstacles do not recur in the fifth cycle. These include even closer cooperation with the UNDP office, and additional training for the Government personnel involved in projects.

25. After weighing all the elements discussed above, it can be concluded that the execution of the fourth programme was satisfactory.

26. Lastly, it should be noted that the investment process carried out by the Government during the period 1987-1989 contributed to the fourth programme and laid the necessary groundwork for the fifth programme. The funds invested can be broken down into the following sectors:

	Millions of Cuban pesos
Agriculture and livestock	1 938.7
Non-ferrous metals mining and metallurgy	622.7
Public health	516.4
Construction materials	294.7
Ferrous metals mining and metallurgy	218.3
Scientific and technical research	125.5
Fishing industry	122.1
Other industrial activities	88.6
Electronics industry	66.1
Research and production	4.8

B. Proposed new programme

1. Guiding principles

27. The Government of Cuba has designed the UNDP fifth technical cooperation programme on the basis of the following elements: the thematic content of the programme and its functional components.

28. First, the thematic content of the programme was established on the basis of national development priorities and objectives and taking into account the priorities set by UNDP for the fifth programming cycle, as contained in Governing Council decision 90/34 of 23 June 1990. The programme is mainly intended to supplement the Government's scientific and technological efforts in the main development sectors and areas; programme objectives are focused on improving technologies which will help to:

(a) Intensify and continue to develop food production;

(b) Increase the production of traditional exportable goods and services, especially minerals and marine products;

(c) Develop the production of new goods and services, both for export and for domestic consumption, through the implementation of scientific and technical programmes in such areas as biotechnology, pharmaceuticals, electronics and sugar cane by-products.

29. Secondly, the functional components of the programme were established on the basis of the following principles derived from Governing Council decisions, the comparative advantages of UNDP cooperation and the availability of IPF resources:

(a) Focus of the programme: Responds to the need to avoid fragmentation of the programme and ensure that a major impact is achieved within the limits of IPF resources. To that end, consideration was given to the comparative advantages of UNDP cooperation which, in the case of Cuba, facilitate access to modern technologies which the country needs and promote development of the national capacities necessary for their use. The neutral and multilateral character of the United Nations development system is of great importance when it comes to finding top-quality agencies for the training of project personnel, recruiting highly qualified international consultants, organizing study trips to ensure familiarity with the latest advances in science and technology, and purchasing suitable equipment.

(b) Mobilization of additional resources: Responds to the need to supplement the fifth programme with resources from other UNDP and United Nations system funds and from bilateral donors. These resources will be used to support other factors that are decisive for increasing production and productivity, such as investment promotion and improved business management, in accordance with the priorities to be established by the Government.

2. Objectives and content of the programme

30. Pursuant to these principles, the State Committee for Economic Collaboration, together with the Academy of Sciences and the Central Planning Board, decided on the activities to be developed under the programme in respect of each of the priorities set, with the overall objective of promoting their application to science and technology.

(a) Promoting the intensive use of technologies to develop food production

31. The Government is in the process of developing an intensive food programme to meet the needs of the entire population. The purpose of this programme is to make the fullest possible use of the country's agricultural potential by increasing the production of meat, vegetables, fruit and plant and animal proteins. This programme will, in turn, make it possible to create new exports and minimize food imports.

32. To support this programme, UNDP cooperation will focus on the development of modern agricultural methods and their application to production, on activities already begun during the fourth cycle, on the development and use of new technologies, and on the following areas:

(a) Raising milk production by 20 per cent and meat production by 40 per cent through the completion of a network of embryo transfer stations and substations, located in the main livestock-rearing areas of the country's different provinces, which will help improve the genetic traits of the cattle population;

(b) Improving the technology of intensive prawn farming, in view of the prospects it offers for domestic consumption and export;

(c) Developing a comprehensive technology for processing and using waste products, by-products and refuse from agriculture, industry and fisheries, including the recycling of refuse from pig farms as a source of renewable energy and feed for pork production. This new technology is undoubtedly one of the main ways of increasing pig production on farms and will make an efficient and economical contribution to increasing pork consumption by the population;

(d) Deriving phytosanitary products essential to the development of sugar cane farming from raw materials produced by the sugar cane by-products industry, such as furfural, acetic acid and propionic acid, fusel oil and gibberelic acid.

(b) Promoting agricultural modernization for the further development of traditional exportable goods and services, especially minerals and marine products

33. In order to increase the production of traditional items for export and domestic consumption, the Government will continue to give priority to the use of technologies which increase output in those areas.

34. The UNDP contribution will be focused on strengthening and developing the preliminary phase of the industrial use of technologies in the nickel, metallic minerals and marine products industries:

(a) Increasing the efficiency of the nickel industry through the use of technologies which improve metal recovery, decrease energy consumption and reduce environmental pollution;

(b) Strengthening the technology of intensive prawn farming, in view of the prospects it offers for domestic consumption and export;

(c) Developing economically viable technologies for the manufacture of finished products for domestic use and export from metallic and non-metallic minerals.

(c) Supporting scientific and technical programmes related to biotechnology, pharmaceuticals, electronics and sugar cane by-products, with a view to increasing the production of new goods and services, both for export and for domestic consumption

35. On the basis of the level of development reached in scientific and technical research, as well as the findings made at the various research centres established over the past 30 years, the Government has decided to focus its efforts on applying research findings to production, chiefly in biotechnology, pharmaceuticals, electronics and sugar cane by-products.

36. UNDP cooperation will be focused on supporting various phases of the development and use of such technologies in industrial production in the following areas:

(a) Expanding biotechnology production, chiefly antibiotics, steroid precursors and enzymes, to an industrial scale; continuing to conduct research in and to use biotechnology in the fields of public health, industry and agriculture; assimilating the latest biotechnology which will give the country the capacity to produce biological molecules for the diagnosis and treatment of diseases and to make available to the population new diagnostic and treatment possibilities created by the rapid development of biotechnology;

(b) Studying the range of advanced technologies in the area of pharmaceutical compounds which the Cuban industry currently does not possess,

and producing small-scale lots of medicines which will ensure development of the various clinical phases and toxicological evaluation of the products under consideration;

(c) Developing a technology for the production of industrial and stuccoed paper from bagasse and other raw materials;

(d) Developing a technology for the production of polycrystalline silicone from domestically produced silicone halides, and its use in the electronics industry.

37. The fifth UNDP programme for Cuba stresses development, assimilation and the application of technologies to production. The themes included in the programme reflect the mandate contained in UNDP Governing Council decision 90/34. Thus, for example, the transfer and adaptation of technologies is fundamental to the achievement of the above-mentioned objectives. Implementation of the programme for Cuba in itself serves to build management capacity. The programme will benefit women, who participate on an equal footing in all areas of Cuba's economic and social life. The programme includes plans for the training and employment of a large number of women. For years, Cuba has maintained close cooperation with developing countries in Latin America, Asia and Africa and it intends to continue to strengthen those ties. In Cuba, there is a high level of grass-roots participation in development, while poverty has essentially been eradicated. None the less, in view of the international economic crisis, maintaining the standards of living achieved in all sectors and improving them wherever possible is a government priority. Lastly, environmental problems and natural resources management are covered in the fifth programme, which is consistent with the national policy on protection of the environment and natural resources, established in Decree-Law No. 33 of 1981 and Decree-Law No. 118 of 1990.

3. Programme management and coordination of assistance

(a) Programme management

38. The Government of Cuba coordinates international technical cooperation from multilateral and bilateral sources through the State Committee for Economic Collaboration (CECE), which functions as a supervisory body in charge of external cooperation within the country. In carrying out this function, CECE acts as the main UNDP counterpart in programme execution, in coordination with the national bodies concerned and participating executing agencies.

39. A total of 86 projects were identified in the national preparatory process for the fifth cycle. This affords an opportunity to select priority projects for implementation in the next cycle and, at the same time, ensures a project portfolio that will serve to mobilize additional resources.

40. In formulating the new programme, the Government has taken into account the provisions of General Assembly resolution 44/211 of 22 December 1989. It

is worth noting that government execution under the fourth programme was 38 per cent, as compared with 21 per cent under the third programme. Bearing in mind its technical and administrative capacity, the Government will increase national execution in the fifth programme. Cooperation among developing countries was already introduced into the 1987-1991 programme and will be a major element of the new programme.

(b) Coordination of assistance

41. Within the framework of the close cooperation maintained by Cuba with the United Nations system, and in addition to IPF funds, the following activities are being carried out:

(a) The United Nations Population Fund (UNFPA) will continue to develop a programme of assistance and complete ongoing projects up to 1994. These projects will be carried out in the areas of reducing rates of voluntary abortion among young people and adolescents, fertility control, production of oral and injectable contraceptives, sex education and demographic data analysis and research, corresponding to a total of $4 million in the period 1990-1994;

(b) The World Food Programme (WFP) will continue to implement the dairy development project in the Jimaguayú basin, in accordance with national objectives in the livestock sector;

(c) The United Nations Children's Fund (UNICEF) will continue to develop its water and sanitation programmes, and a project for food production and job creation aimed at women;

(d) The technical cooperation programme of the Food and Agriculture Organization of the United Nations (FAO) provides advisory services on subjects related to the artificial raising of adult oyster larvae in laboratories, the commercial cultivation of agar-producing seaweed, prawn farming, the development of oyster farming, post-harvest losses, and the production of artificial milk for calves and poultry feed, among others;

(e) The International Fund for Agricultural Development (IFAD) has received a loan application for a rural development project in Holguín province;

(f) The United Nations Industrial Development Organization (UNIDO) will participate through regional projects of the United Nations Industrial Development Fund (UNIDF) and Special Industrial Services (SIS) projects;

(g) The International Atomic Energy Agency (IAEA), the World Health Organization/Pan American Health Organization (WHO/PAHO), the International Telecommunication Union (ITU), the International Labour Organisation (ILO), the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), each

within its own mandate, have made a major contribution which will continue in the next cycle. The United Nations Development Fund for Women (UNIFEM) is expected to increase its cooperation.

42. Cuba will step up its participation in UNDP-financed regional, interregional and global projects, continuing the efforts made in that direction since the previous five-year period and by virtue of the closer coordination established with the relevant UNDP bodies.

43. In this connection, Cuban institutions are participating increasingly in the Regional Programme for Latin America and the Caribbean, one of whose projects is based in Cuba, and regional components are being used for projects included in the fourth and fifth programmes. This trend is particularly noticeable in projects relating to the sugar cane by-products industry, the pharmaceutical industry, mining and biotechnology. These projects would be executed by national institutions which have the capacity to extend their activities to the regional level and cooperate with other countries.

44. Work has also begun with the Management Development Programme (MDP), with emphasis on managerial activities, economic management of joint ventures and international economic links to market economies. At the national level, this ties in with the selection and integration of a core of administrators and managers who have access to the latest management and administrative techniques, with the direct participation of the Single System for the Preparation and Advanced Training of State Managerial Staff and their Replacements (SUPSCER), which is the national coordinating agency in this area.

C. Unprogrammed reserve

45. The Government of Cuba has decided to set aside as an unprogrammed reserve $600,000 in order to introduce a measure of flexibility into the fifth programme and to be able to deal with any unforeseen expenses arising during its execution.

Annex

FINANCIAL SUMMARY

I.	FUNDS TAKEN INTO ACCOUNT FOR THE PROGRAMME		
	A. Sources administered by UNDP	$	$
	IPF balance from fourth cycle	-	10 903 000
	IPF for the fifth cycle (1992-1996)	-	10 903 000
	Subtotal, IPF	-	
	Special Measures Fund	-	
	Special programme resources	-	
	Government cost-sharing	-	
	Third party cost-sharing	-	
	Operational funds administered by the Administrator	-	
	Special trust funds of UNDP	-	
	Subtotal, UNDP funds, excluding IPF	-	-
	B. Other sources		
	Funds from other specialized agencies or organizations of the United Nations definitely committed as a result of country programming activity	-	
	Parallel financing from other sources outside the United Nations	-	
	Subtotal, other sources		-
	TOTAL FUNDS TAKEN INTO ACCOUNT FOR THE PROGRAMME		10 903 000
II.	USE OF RESOURCES		
	Programmed resources		
	Ongoing projects	-	10 303 000
	Proposed new projects		
	Earmarkings by objective	-	
	Subtotal, programmed resources		10 303 000
	Unprogrammed reserve		600 000
	TOTAL USE OF RESOURCES		10 903 000